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A salary survey
of
senior personnel

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CITY OF HAMILTON

A salary survey of senior personnel

February, 1971

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P. S. ROSS & PARTNERS

MANAGEMENT CONSULTANTS 200 UNIVERSITY AVENUE/TORONTO 1/CANADA/363-8281

February 1, 1971

His Worship the Mayor,
and Members of the Board of Control,
City of Hamilton,
City Hall,
100 Main Street West,
Hamilton, Ontario.

Gentlemen:

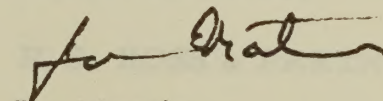
We are pleased to present herewith a Salary Survey of Senior Personnel for the City of Hamilton. This is in accordance with the resolution of City Council passed on November 24, 1970.

It is important to note from the outset that the Report does not deal with job evaluations or the organization of the City Administration. It is what it is entitled, a Salary Survey.

We would like to thank the members of your staff who co-operated with us in this study, especially the Secretary to the Board of Control and Director of Personnel. We look forward to meeting with you.

Yours very truly,

P. S. ROSS & PARTNERS,



Joe Martin,
Principal in Charge of Public Sector Services.

JM*dr

F. R. ROSS & PARTNERS

February 1, 1911

His Worship the Mayor,
and Members of the Board of Control,
City of Montreal,
Quebec,
155 Saint-Jacques Street,
Montreal, Ontario.

Gentlemen:

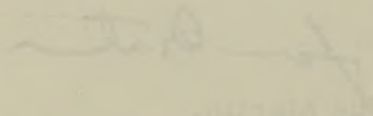
We are pleased to receive from the City of Montreal a letter of introduction to the City of Montreal, dated on November 22, 1910.

It is requested to have from the Mayor that the report of the Commission on the Administration of the City of Montreal, dated on November 22, 1910, be placed before the Board of Control.

We would like to thank the members of your staff who are associated with us in this study, especially the Secretary to the Board of Control and the City of Montreal. We look forward to meeting with you.

Yours very truly,

F. R. ROSS & PARTNERS



F. R. ROSS

Principal in Charge of Public Sector Services

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P. S. ROSS & PARTNERS

MANAGEMENT CONSULTANTS 200 UNIVERSITY AVENUE/TORONTO 1/CANADA/363-8281

February 1, 1971

His Worship the Mayor,
and Members of the Board of Control,
City of Hamilton,
City Hall,
100 Main Street West,
Hamilton, Ontario.

Gentlemen:

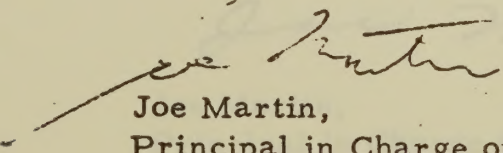
We have noticed two minor errors of omission in our Report dated February 1, 1971. On pages 15 and 19 the following positions have been allocated to the new salary range H - (11,570 - 14,900):

Director of Recreation
Deputy Director of Street Services
Deputy Director of Real Estate
Property Superintendent

The position Assistant Property Superintendent should have the designation J in the new salary range on page 16.

Yours sincerely,

P. S. ROSS & PARTNERS,


Joe Martin,
Principal in Charge of Public Sector Services.

JM*dr

P. S. ROSS & PARTNERS

MANAGEMENT CONSULTANTS 200 UNIVERSITY AVENUE, TORONTO, ONTARIO, CANADA M5G 1B8

February 1, 1971

His Worship the Mayor,
and Members of the Board of Control,
City of Hamilton,
City Hall,
100 Main Street West,
Hamilton, Ontario.

Gentlemen:

We have noticed two minor errors of omission in our Report
dated February 1, 1971. On pages 12 and 13 the following positions
have been allocated to the new salary range B - \$11,250 - \$14,000:

Director of Recreation
Deputy Director of Social Services
Deputy Director of Social Services
Property Superintendent

The position Assistant Property Superintendent should have
the designation I in the new salary range as page 14.

Yours sincerely,

P. S. ROSS & PARTNERS


Tom Martin,
Principal in Charge of Public Sector Services.

Encl.

P. S. ROSS & PARTNERS

MANAGEMENT CONSULTANTS 200 UNIVERSITY AVENUE/TORONTO 1/CANADA/363-8281

February 4, 1971

His Worship the Mayor,
and Members of the Board of Control,
City of Hamilton,
City Hall,
100 Main Street West,
Hamilton, Ontario.

Gentlemen:

We have noticed some minor errors of omission in our Report dated February 1, 1971.

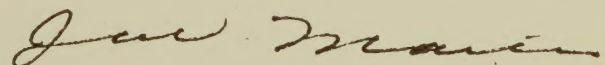
On pages 13 and 17 the Director of Purchases has been allocated to new salary range F (15,000 - 19,025). On pages 15 and 19 the following positions have been allocated to the new salary range H (11,750 - 14,900):

Director of Recreation
Deputy Director of Street Services
Deputy Director of Real Estate
Property Superintendent

The position Assistant Property Superintendent should have the designation J in the new salary range on page 16.

Yours sincerely,

P. S. ROSS & PARTNERS,



Joe Martin,
Principal in Charge of Public Sector Services.

JM*dr

February 4, 1971

His Worship the Mayor,
and Members of the Board of Control,
City of Hamilton,
City Hall,
100 Main Street West,
Hamilton, Ontario.

Gentlemen:

We have noticed some minor errors of omission in our Report
dated February 1, 1971.

On pages 11 and 12 the Director of Purchases has been allocated
to new salary range E (\$15,000 - \$19,000). On pages 13 and 14 the following
positions have been allocated to the new salary range H (\$11,750 - \$14,750):

Director of Recreation
Deputy Director of Street Services
Deputy Director of Real Estate
Property Superintendent

The position Assistant Property Superintendent should have the
designation I in the new salary range on page 15.

Yours sincerely,

R. E. ROSS & PARTNERS

John Martin

Joe Martin,
Principal in Charge of Public Sector Services.

ML:dt

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I INTRODUCTION

On December 1, 1970, this firm was advised that it had been retained by the City of Hamilton (pursuant to the adoption by City Council on November 24, 1970 of Section 5 of the 48th Report of the Board of Control of the City of Hamilton), to:

"... carry out a salary survey of approximately 50 Department Heads, Deputies and senior positions which come under the Board of Control".

In total forty-seven positions were put forward for consideration. Of these, forty incumbents were interviewed. Two persons interviewed subsequently indicated their imminent retirement.

The salary survey that has been conducted covers forty-four positions of which, at the date of this report, seven are vacant. (The position Director of Parking was removed from the survey as well.) The two senior positions in the Fire Department have been dealt with differently. A new set of salary ranges for these forty-four positions have been recommended. Placed within the recommended salary ranges where appropriate are the persons occupying the position.

At the outset, and so there is no misunderstanding, this point must be emphasized: this firm was engaged to conduct a salary administration or salary survey only.

Existing salary data and salary schedules have been reviewed and analyzed. A salary survey of municipalities of comparable size in Ontario has been conducted and the salary schedules of relevant positions in other areas of the public sector, especially Boards of Education, have been examined as well.

As part of the survey process, forty incumbents completed a questionnaire (a copy of which is attached as Appendix A) and each of these was interviewed.

Position descriptions were examined, but no attempt was made to evaluate such discrepancies that appeared between the formal description available and the completed questionnaires, as this was not authorized by Board of Control. Suffice it to say, that many of the descriptions are out of date. Neither has an attempt been made to evaluate the effectiveness of any incumbent in the performance of the duties assigned to his position, as this too was not authorized.

In any survey, where interviews are undertaken, certain organization problems do emerge. It would be unrealistic if it was not acknowledged that certain aspects of the structure and process of the city government in Hamilton merit examination in our view.



II THE RECOMMENDED SALARY PLAN

The last major review of salaries of those employed by the City of Hamilton and not covered by a union agreement was undertaken and completed on August 1965. Since that time, the Board of Control has dealt with salary increases for these positions by across the board adjustments and in some cases dealt with situations on an individual basis. A recent across the board increase gave a six percent increase with a maximum amount of six hundred dollars for those positions paid above \$10,000 per annum.

Within the calendar year 1971, the City of Hamilton will be negotiating with outside workers, inside workers and fire fighters. In the case of the latter it appears that the Board of Control has a policy of adjusting the salaries of the Fire Chief and Deputy Fire Chief in response to the settlement arrived at with those fire fighters covered by an agreement.

(a) Salary Ranges

In establishing these new salary ranges two factors were of prime importance:

- 1) the probable effect upon these positions by the conclusion of the sets of negotiations forthcoming, and,

TABLE IRECOMMENDED SALARY SCHEDULE - CITY OF HAMILTON, 1971DEPARTMENT HEADS, DEPUTIES AND SENIOR POSITIONS

<u>Salary Grade</u>	<u>Step I</u>	<u>Step II</u> 6%	<u>Step III</u> 6%	<u>Step IV</u> 6%	<u>Step V</u> 6.5%
A	25,000	26,500 1,500	28,090 1,590	29,775 1,685	31,710 1,935
B	22,500	23,850 1,350	25,280 1,430	26,795 1,515	28,535 1,740
C	19,500	20,670 1,170	21,910 1,240	23,225 1,315	24,735 1,510
D	18,500	19,600 1,100	20,770 1,175	22,015 1,245	23,445 1,430
E	16,500	17,490 990	18,540 1,050	19,650 1,110	20,925 1,275
F	15,000	15,900 900	16,855 955	17,865 1,010	19,025 1,160
G	14,000	14,840 840	15,730 890	16,675 945	17,760 1,085
H	11,750	12,455 705	13,200 745	13,990 790	14,900 910
I	10,750	11,395 645	12,080 685	12,805 725	13,635 830
J	10,000	10,600 600	11,235 635	11,910 675	12,685 775
K	9,250	9,805 555	10,395 590	11,020 625	11,735 715
L	8,600	9,115 515	9,660 545	10,240 580	10,905 665

- 2) the relationship of these salary ranges for Department Heads and Deputies with municipalities of comparable size; utilizing the hypothesis, what salaries would be required if senior positions in Hamilton became vacant and had to be filled?

At present for these positions some fourteen salary grades exist and within these are two single rates. All of these grades and ranges have been rationalized into a schedule of twelve grades utilizing an alphabetical designation A - L. The recommended salary plan together with the steps for each salary grade is set out in Table I page four. The actual amount of every increment in each salary grade is shown in brackets. Each step is based on an increment which represents a six percent (6%) increase over the preceeding step with the final step representing an increase of six point five percent (6.5%). The range for each salary grade from minimum to maximum is approximately twenty six point eight percent (26.8%) compared to the spread and ranges currently used by the City of Hamilton of approximately thirteen point four percent (13.4%).

Table II, pages six and seven, shows the allocations of positions to salary grades in the recommended salary plans.

TABLE II

RECOMMENDED SALARY SCHEDULE - CITY OF HAMILTON, 1971
DEPARTMENT HEADS, DEPUTIES AND SENIOR POSITIONS
 (Allocation of Positions to Salary Grades)

<u>Salary Grade</u>	<u>Salary Range</u>	<u>Positions</u>
A	25,000 - 31,710	Co-Ordinator, Civic Square Development
B	22,500 - 28,535	City Engineer and Manager of Waterworks City Solicitor Commissioner of Finance and City Treasurer
C	19,500 - 24,735	Commissioner of Planning
D	18,500 - 23,445	Deputy City Engineer Deputy City Solicitor Deputy Commissioner of Finance Traffic Commissioner
E	16,500 - 20,925	Building Commissioner City Clerk Director of Urban Renewal
F	15,000 - 19,025	Director of Purchases Executive Assistant To Mayor, Secretary Board of Control Director of Personnel Director of Street Services Director of Welfare Services Director of Real Estate City Architect
G	14,000 - 17,760	Deputy Building Commissioner Deputy City Clerk Director of Municipal Laboratories Deputy Commissioner of Planning Director of Parks
H	11,750 - 14,900	Deputy Director, Municipal Laboratories Deputy Director of Personnel Director of Recreation Deputy Director of Street Services Deputy Director of Welfare Services Deputy Director of Real Estate Deputy Director of Purchases Property Superintendent

<u>Salary Grade</u>	<u>Salary Range</u>	<u>Position</u>
I	10,750 - 13,635	Superintendent of Cemeteries Assistant Secretary Board of Control Administrator, Macassa Lodge Assistant Director of Parks Supervisor, City Garage
J	10,000 - 12,685	Assistant Director of Recreation Assistant Property Superintendent
K	9,250 - 11,735	Administrative Assistant, Committee of Adjustment Assistant Administrator, Macassa Lodge Business Administrator, Dundurn Castle Airport Manager
L	8,600 - 10,905	Assistant Superintendent of Cemeteries

To re-iterate, the overriding considerations bearing on the establishment of the various salary grades rest on two factors. First, the increased pressure on the salaries for these positions which will probably result from settlement with the various unions during 1971. While naturally, the "strain" is most severe at the lower ends, nevertheless it is a cumulative push. The gap or differential in remuneration between those who have the responsibility for supervision and those in union positions shrinks, especially when overtime is considered. This is already the case in a number of positions. Second, a careful analysis of what other municipalities of comparable size are paying for similar positions at the department head level allows objective consideration of salary grades to be re-evaluated and adjusted.

(b) Comparable Salaries

Table III, page nine, provides current data with respect to salaries of senior municipal and school board officials. A couple of cautions must be offered. Responsibilities for these positions are not necessarily the same although they bear identical titles. Consequently, knowledge and judgement have been exercised in balancing these with comparable positions in the City of Hamilton. In some cases as well - Toronto and Ottawa, the introduction of a second tier of government has affected the responsibilities of some positions. Nevertheless, with

TABLE III
COMPARATIVE CURRENT SALARY RANGES OF SENIOR MUNICIPAL AND SCHOOL BOARD OFFICIALS
- SELECTED AREAS

Position	Hamilton Existing	Windsor (1970 - 1971)	London (1970)	Kitchener (1971)	St. Catharines (1970)	Metro Toronto (1970)	City of Toronto (1971)	Etobicoke (1971)	North York (1970 - 1971)	Scarborough (1970)	Ottawa (1971)	Hamilton Bd. of Ed. (1970)	Halton Bd. of Ed. (1970)	Peel Bd. of Ed. (1970 - 1971)
1970 Populations*	294,707	199,772	208,273	105,245	105,906	1,916,099	674,602	268,130	441,401	294,625	299,466	294,707	175,790	226,236
City Manager		27,750 - 32,255		27,445	24,419 - 29,299									
City Engineer	20,126 - 24,285	22,000 - 26,360	15,865 - 22,850	25,800	21,076 - 25,291	28,000 - 35,700	27,000 - 35,000	25,320 - 32,610	21,344 - 28,015	20,190 - 25,450	21,500 - 25,500			
City Solicitor	20,126 - 24,285	22,000 - 26,360	15,865 - 22,850	21,159	21,076 - 25,291	28,000 - 35,700	27,000 - 35,000		21,344 - 28,015	20,190 - 25,450	27,000 - 31,000			
City Clerk	15,504 - 18,682	17,351 - 21,190	15,865 - 22,850	15,260	15,611 - 18,742	22,000 - 26,500	21,200 - 27,000	25,120 - 32,610	21,344 - 28,015	20,190 - 25,450	17,000 - 21,000			
Commissioner of Finance	20,126 - 24,285	22,010 - 26,360	15,865 - 22,850	24,700	19,887 - 23,862	28,000 - 35,700	27,000 - 35,000	25,320 - 32,610	21,344 - 28,015	20,190 - 25,450	27,000 - 31,000	30,000	25,000 - 28,000	25,500
Director of Planning	16,198 - 19,490	18,500 - 22,165	14,995 - 20,565	24,700	16,584 - 19,899	26,000 - 32,500		15,730 - 20,260	21,344 - 28,015	17,040 - 21,500	21,500 - 25,500			
Fire Chief	20,500	16,000 - 19,170	13,530 - 18,630	17,202	15,617 - 18,700		19,600 - 25,000	19,030 - 26,970	14,546 - 19,091	15,055 - 19,000	19,000 - 23,000			
Director Personnel	14,349 - 17,209	15,250 - 18,185	11,530 - 15,440	16,880	14,687 - 17,622	24,000 - 29,400	23,000 - 29,500	17,300 - 22,280	16,530 - 21,694	15,055 - 19,000	20,500 - 24,500		11,000 - 13,000	17,000
Traffic Commissioner	16,198 - 19,490	16,000 - 19,170	10,320 - 13,890			19,500 - 23,800	17,000 - 23,000	14,295 - 18,410	14,546 - 19,091	11,770 - 14,850				
Purchasing Officer	14,795 - 17,755	13,400 - 16,060	10,770 - 14,445	14,552	12,739 - 15,289									
Director of Welfare Services	14,349 - 17,209	16,000 - 19,170	11,530 - 15,440	14,715		24,000 - 29,400	23,000 - 29,500	12,990 - 16,735		12,485 - 15,750		15,000	9,000 - 12,000	14,550

* SOURCE: 1971 Municipal Directory.

these cautions at work, the recommended salary schedules for the City of Hamilton now compare favourably with other jurisdictions.

(c) Implementation

With the allocation of each position to a Salary Grade it follows that the incumbents of the positions must be allocated to an appropriate step in the Salary Grade assigned. The City's current salary schedule say for two cases, operates on a five step basis and the recommended plan follows this precedent. Therefore, the recommended salary plan does not represent a radical departure from that currently utilized by the City.

Four positions received a normal increase as a result of their anniversary date being January 1, 1971. These positions were City Solicitor, Director of Street Services, Deputy Building Commissioner and the Administrator, Macassa Lodge. It is suggested that the recommended salary plan be applicable to these positions and the application of the new plan has been made, therefore, on this basis.

Consequently, it is recommended that the new salary plan be made effective January 1, 1971 with each incumbent being allocated to the step in the new plan that at that date (January 1, 1971) most closely relates to his existing salary and advanced one step. Cognizance must be taken of the probable effects of the impending spate of negotiations. It is important not to prejudice the results of such negotiating sessions. Therefore, it is further recommended that effective September 1, 1971 all positions covered by this recommended plan receive an additional step increase.

The allocation for the increase effective January 1, 1971 has been set out in Table IV, pages thirteen to sixteen, with the recommended salaries indicated on an annual basis. Table V, pages seventeen to twenty, indicates the recommended new salaries effective September 1, 1971. The corresponding increase in actual dollars and percentage increase over existing salaries is shown in each table.

TABLE IV

ALLOCATION OF POSITIONS TO STEPS IN PROPOSED PAY PLAN EFFECTIVE JANUARY 1, 1971
AND COMPARISON WITH PRESENT SALARY - CITY OF HAMILTON, 1971

Position	Current Range	Step	New Range	Step	Amount	Percent
Co-Ordinator, Civic Square Development (Monaghan, R. C.)	25, 640	25, 640	A (25, 000 - 31, 710)	II 26, 500	860	3.3
City Engineer & Manager of Waterworks (Wheten, W. A.)	I (20, 126.40 - 24, 285.84)	5 - 24, 285.84	B (22, 500 - 28, 535)	III 25, 280	994.16	4.1
City Solicitor (Rouff, K.)	I (20, 126.40 - 24, 285.84)	5 - 24, 285.84	B (22, 500 - 28, 535)	III 25, 280	994.16	4.1
Commissioner of Finance & City Treasurer (Jaggard, J. C.)	I (20, 126.40 - 24, 285.84)	5 - 24, 285.84	B (22, 500 - 28, 535)	III 25, 280	994.16	4.1
Commissioner of Planning (Bailey, R.)	II (16, 198.04 - 19, 490.93)	5 - 19, 490.93	C (19, 500 - 24, 735)	II 20, 670	1, 179.07	6.0
Deputy City Engineer (Vacant)	II (16, 198.04 - 19, 490.93)					
Deputy City Solicitor (Wallace, J.)	II (16, 198.04 - 19, 490.93)	4 - 18, 479.96	D (18, 500 - 23, 445)	II 19, 600	1, 120.04	6.1
Deputy Commissioner of Finance & Deputy City Treasurer (McFarland, W. H.)	II (16, 198.04 - 19, 490.93)	5 - 19, 490.93	D (18, 500 - 23, 445)	III 20, 770	1, 279.07	6.5
Traffic Commissioner (Desjardins, R. J.)	II (16, 198.04 - 19, 490.93)	5 - 19, 490.93	D (18, 500 - 23, 445)	III 20, 770	1, 279.07	6.5
Building Commissioner (Robertson, I. R.)	III (15, 504.80 - 18, 682.15)	5 - 18, 682.15	E (16, 500 - 20, 925)	IV 19, 650	967.85	5.1
City Clerk (Simpson, E. A.)	III (15, 504.80 - 18, 652.15)	5 - 18, 682.15	E (16, 500 - 20, 925)	IV 19, 650	967.85	5.1
Director of Urban Renewal (Berryman, L. F.)	III (15, 504.80 - 18, 652.15)	5 - 18, 682.15	E (16, 500 - 20, 925)	IV 19, 650	967.85	5.1
Director of Purchases (Vacant)	IVa (14, 795.43 - 17, 755.40)					

<u>Position</u>	<u>Current Range</u>	<u>Step</u>	<u>New Range</u>	<u>Step</u>	<u>Amount</u>	<u>Percent</u>
Executive Assistant to the Mayor Secretary Board of Control (Jones, J.R.)	IV (14,349.40 - 17,209.02)	5 - 17,209.02	F (15,000 - 19,025)	IV 17,865	655.98	3.8
Director of Personnel (Longworth, J.)	IV (14,349.40 - 17,209.02)	5 - 17,209.02	F (15,000 - 19,025)	IV 17,865	655.98	3.8
Director of Street Services (Morden, R.A.)	IV (14,349.40 - 17,209.02)	4 - 16,342.47	F (15,000 - 19,025)	III 16,855	512.53	3.1
Director of Welfare Services (Attwood, J.G.)	IV (14,349.40 - 17,209.02)	5 - 17,209.02	F (15,000 - 19,025)	IV 17,865	655.98	3.8
Director of Real Estate (Hemingway, R.M.)	IV (14,349.40 - 17,209.02)	3 - 15,591.46	F (15,000 - 19,025)	III 16,855	1,263.54	8.1
City Architect (German, K.A.)	IV (14,349.40 - 17,209.02)	5 - 17,209.02	F (15,000 - 19,025)	IV 17,865	655.98	3.8
Deputy Building Commissioner (Kuppe, P.)	V (13,194.00 - 15,793.65)	5 - 15,793.65	G (14,000 - 17,760)	IV 16,675	881.35	5.5
Deputy City Clerk (Avery, K.E.)	V (13,194.00 - 15,793.65)	5 - 15,793.65	G (14,000 - 17,760)	IV 16,675	881.35	5.5
Director of Municipal Labs. (Matheson, D.H.)	V (13,194.00 - 15,793.65)	5 - 15,793.65	G (14,000 - 17,760)	IV 16,675	881.35	5.5
Deputy Commissioner of Planning (Vacant)	V (13,194.00 - 15,793.65)	5 - 15,793.65	G (14,000 - 17,760)	IV 16,675	881.35	5.5
Director of Parks (Waters, J.E.)	VII (11,205.21 - 13,396.20)	5 - 13,396.20	H (11,750 - 14,900)	IV 13,990	593.80	4.4
Deputy Director of Municipal Labs. (Forde, A.V.)	VII (11,205.21 - 13,396.20)	5 - 13,396.20	H (11,750 - 14,900)	IV 13,990	593.80	4.4
Deputy Director of Personnel (Gillespie, A.F.)	VII (11,205.21 - 13,396.20)	5 - 13,396.20	H (11,750 - 14,900)	IV 13,990	593.80	4.4

<u>Position</u>	<u>Current Range</u>	<u>Step</u>	<u>New Range</u>	<u>Step</u>	<u>Amount</u>	<u>Percent</u>
Director of Recreation (Vacant)	VII (11,205.21 - 13,396.20)					
Deputy Director of Street Services (Vacant)	VII (11,205.21 - 13,396.20)					
Deputy Director of Welfare Services (Priest, L. W.)	VII (11,205.21 - 13,396.20)	5 - 13,396.20	H (11,750 - 14,900)	IV 13,990	593.80	4.4
Deputy Director of Real Estate (Vacant)	VII (11,205.21 - 13,396.20)					
Deputy Director of Purchases (Bradley, T.)	VII (11,205.21 - 13,396.20)	2 - 11,663.10	H (11,750 - 14,900)	II 12,455	791.90	6.7
Property Superintendent (Vacant)	VIII (10,286.67 - 12,327.45)					
Superintendent of Cemeteries (Orzel, C. V.)	VIII (10,286.67 - 12,327.45)	5 - 12,327.45	I (10,750 - 13,635)	IV 12,805	477.55	3.8
Assistant Secretary Board of Control (Collier, R. M.)	VIII (10,286.67 - 12,327.45)	5 - 12,327.45	I (10,750 - 13,365)	IV 12,805	477.55	3.8
Administrator, Macassa Lodge (Smith, T.)	VIII (10,286.67 - 12,327.45)	5 - 12,327.45	I (10,750 - 13,365)	IV 12,805	477.55	3.8
Assistant Director of Parks (Nutley, R.)	VIII (10,286.67 - 12,327.45)	5 - 12,327.45	I (10,750 - 13,365)	IV 12,805	477.55	3.8
Supervisor City Garage (Patterson, J. E.)	VIII (10,286.67 - 12,327.45)	5 - 12,327.45	I (10,750 - 13,365)	IV 12,805	477.55	3.8
Assistant Director of Recreation (Schimmel, A. (Miss))	IX (9,490.60 - 11,388.92)	5 - 11,388.92	J (10,000 - 12,685)	IV 11,910	522.08	4.5

Position	Current Range	Step	New Range	Step	Amount	Percent
Assistant Property Superintendent (Barker, H.)	X (8,755.76 - 10,501.00)	5 - 10,501.00	(10,000 - 12,685)	III 11,235	734.00	6.9
Administrative Assistant Committee of Adjustment (Bisbee, C. E.)	X (8,755.76 - 10,501.00)	5 - 10,501.00	K (9,250 - 11,735)	IV 11,020	519.00	4.9
Assistant Administrator Macassa Lodge (Tefler, R. J.)	X (8,755.76 - 10,501.00)	5 - 10,501.00	K (9,250 - 11,735)	IV 11,020	519.00	4.9
Business Administrator Dundurn Castle (Moogk, W. I.)	X (8,755.76 - 10,501.00)	5 - 10,501.00	K (9,250 - 11,735)	IV 11,020	519.00	4.9
Airport Manager (Mitchell, S. J.)	10,200	10,200	K (9,250 - 11,735)	IV 11,020	820.00	8.0
Assistant Superintendent of Cemetaries (Searls, W. A.)	XI (8,082.16 - 9,674.30)	5 - 9,674.30	L (8,600 - 10,905)	IV 10,240	565.70	5.2
TOTAL	582,197.50			610,885.	28,687.50	

TABLE V

ALLOCATION OF POSITIONS TO STEPS IN PROPOSED PAY PLAN EFFECTIVE SEPTEMBER 1, 1971
AND COMPARISON WITH PRESENT SALARY - CITY OF HAMILTON, 1971

Position	Current Range	Step	New Range	Step	Amount	Percent
Co-Ordinator Civic Square Development (Monaghan, R. C.)	25,640	25,640	A (25,000 - 31,710)	III 28,090	2,450	9.5
City Engineer & Manager of Waterworks (Wheten, W. A.)	I (20,126.40 - 24,285.84)	5 - 24,285.84	B (22,500 - 28,535)	IV 26,795	2,509.16	10.3
City Solicitor (Rouff, K.)	I (20,126.40 - 24,285.84)	5 - 24,285.84	B (22,500 - 28,535)	IV 26,795	2,509.16	10.3
Commissioner of Finance & City Treasurer (Jaggard, J. C.)	I (20,126.40 - 24,285.84)	5 - 24,285.84	B (22,500 - 28,535)	IV 26,795	2,509.16	10.3
Commissioner of Planning (Bailey, R.)	II (16,198.04 - 19,490.93)	5 - 19,490.93	C (19,500 - 24,735)	III 21,910	2,419.07	12.4
Deputy City Engineer (Vacant)	II (16,198.04 - 19,490.93)					
Deputy City Solicitor (Wallace, J.)	II (16,198.04 - 19,490.93)	4 - 18,479.96	D (18,500 - 23,445)	III 20,770	2,290.04	12.3
Deputy Commissioner of Finance & Deputy City Treasurer (McFarland, W. H.)	II (16,198.04 - 19,490.93)	5 - 19,490.93	D (18,500 - 23,445)	IV 22,015	2,524.07	12.9
Traffic Commissioner (DesJardins, R. J.)	II (16,198.04 - 19,490.93)	5 - 19,490.93	D (18,500 - 23,445)	IV 22,015	2,524.07	12.9
Building Commissioner (Robertson, I. R.)	III (15,504.80 - 18,682.15)	5 - 18,682.15	E (16,500 - 20,925)	V 20,925	2,242.85	12.0
City Clerk (Simpson, E. A.)	III (15,504.80 - 18,652.15)	5 - 18,682.15	E (16,500 - 20,925)	V 20,925	2,242.85	12.0
Director of Urban Renewal (Berryman, L. F.)	III (15,504.80 - 18,652.15)	5 - 18,682.15	E (16,500 - 20,925)	V 20,925	2,242.85	12.0
Director of Purchases (Vacant)	IVa (14,795.43 - 17,755.40)	5 - 18,682.15	E (16,500 - 20,925)	V 20,925	2,242.85	12.0

<u>Position</u>	<u>Current Range</u>	<u>Step</u>	<u>New Range</u>	<u>Step</u>	<u>Amount</u>	<u>Percent</u>
Executive Assistant to the Mayor Secretary Board of Control (Jones, J.R.)	IV (14,349.40 - 17,209.02)	5 - 17,209.02	F (15,000 - 19,025)	V	19,025	10.5
Director of Personnel (Longworth, J.)	IV (14,349.40 - 17,209.02)	5 - 17,209.02	F (15,000 - 19,025)	V	19,025	10.9
Director of Street Services (Morden, R.A.)	IV (14,349.40 - 17,209.02)	4 - 16,342.47	F (15,000 - 19,025)	IV	17,865	9.3
Director of Welfare Services (Attwood, J.G.)	IV (14,349.40 - 17,209.02)	5 - 17,209.02	F (15,000 - 19,025)	V	19,025	10.5
Director of Real Estate (Hemingway, R.M.)	IV (14,349.40 - 17,209.02)	3 - 15,591.46	F (15,000 - 19,025)	IV	17,865	14.5
City Architect (German, K.A.)	IV (14,349.40 - 17,209.02)	5 - 17,209.02	F (15,000 - 19,025)	V	19,025	10.5
Deputy Building Commissioner (Kuppe, P.)	V (13,194.00 - 15,793.65)	5 - 15,793.65	G (14,000 - 17,760)	V	17,760	12.4
Deputy City Clerk (Avery, K.E.)	V (13,194.00 - 15,793.65)	5 - 15,793.65	G (14,000 - 17,760)	V	17,760	12.4
Director of Municipal Labs. (Matheson, D.H.)	V (13,194.00 - 15,793.65)	5 - 15,793.65	G (14,000 - 17,760)	V	17,760	12.4
Deputy Commissioner of Planning (Vacant)	V (13,194.00 - 15,793.65)					
Director of Parks (Waters, J.E.)	V (13,194.00 - 15,793.65)	5 - 15,793.65	G (14,000 - 17,760)	V	17,760	12.4
Deputy Director of Municipal Labs. (Forde, A.V.)	VII (11,205.21 - 13,396.20)	5 - 13,396.20	H (11,750 - 14,900)	V	14,900	11.2
Deputy Director of Personnel (Gillespie, A.F.)	VII (11,205.21 - 13,396.20)	5 - 13,396.20	H (11,750 - 14,900)	V	14,900	11.2

<u>Position</u>	<u>Current Range</u>	<u>Step</u>	<u>New Range</u>	<u>Step</u>	<u>Amount</u>	<u>Percent</u>
Director of Recreation (Vacant)	VII (11,205.21 - 13,396.20)					
Deputy Director of Street Services (Vacant)	VII (11,205.21 - 13,396.20)					
Deputy Director of Welfare Services (Priest, L.W.)	VII (11,205.21 - 13,396.20)	5 - 13,396.20	H (11,750 - 14,900)	V 14,900	1,503.80	11.2
Deputy Director of Real Estate (Vacant)	VII (11,205.21 - 13,396.20)					
Deputy Director of Purchases (Bradley, T.)	VII (11,205.21 - 13,396.20)	2 - 11,663.10	H (11,750 - 14,900)	III 13,200	1,536.90	13.1
Property Superintendent (Vacant)	VIII (10,286.67 - 12,327.45)					
Superintendent of Cemeteries (Orzel, C.V.)	VIII (10,286.67 - 12,327.45)	5 - 12,327.45	I (10,750 - 13,635)	V 13,635	1,307.55	10.6
Assistant Secretary Board of Control (Collier, R.M.)	VIII (10,286.67 - 12,327.45)	5 - 12,327.45	I (10,750 - 13,635)	V 13,635	1,307.55	10.6
Administrator, Macassa Lodge (Smith, T.)	VIII (10,286.67 - 12,327.45)	5 - 12,327.45	I (10,750 - 13,635)	V 13,635	1,307.55	10.6
Assistant Director of Parks (Nutley, R.)	VIII (10,286.67 - 12,327.45)	5 - 12,327.45	I (10,750 - 13,635)	V 13,635	1,307.55	10.6
Supervisor City Garage (Patterson, J.E.)	VIII (10,286.67 - 12,327.45)	5 - 12,327.45	I (10,750 - 13,635)	V 13,635	1,307.55	10.6
Assistant Director of Recreation (Schimmel, A. (Miss))	IX (9,490.60 - 11,388.92)	5 - 11,388.92	J (10,000 - 12,685)	V 12,685	1,296.08	11.3

<u>Position</u>	<u>Current Range</u>	<u>Step</u>	<u>New Range</u>	<u>Step</u>	<u>Amount</u>	<u>Percent</u>
Assistant Property Superintendent (Barker, H.)	X (8,755.76 - 10,501.00)	5 - 10,501.00	J (10,000 - 12,685)	IV 11,910	1,409.00	13.4
Administrative Assistant Committee of Adjustment (Bisbee, C. E.)	X (8,755.76 - 10,501.00)	5 - 10,501.00	K (9,250 - 11,735)	V 11,735	1,234.00	11.7
Assistant Administrator Macassa Lodge (Tefler, R. J.)	X (8,755.76 - 10,501.00)	5 - 10,501.00	K (9,250 - 11,735)	V 11,735	1,234.00	11.7
Business Administrator Dundurn Castle (Moogk, W. I.)	X (8,755.76 - 10,501.00)	5 - 10,501.00	K (9,250 - 11,735)	V 11,735	1,234.00	11.7
Airport Manager (Mitchell, S. J.)	10,200	10,200.00	K (9,250 - 11,735)	V 11,735	1,535.00	15.0
Assistant Superintendent of Cemeteries (Searls, W. A.)	XI (8,082.16 - 9,674.30	5 - 9,674.30	L (8,600 - 10,905)	V 10,905	1,230.70	12.7
TOTAL		<u>582,197.50</u>		<u>649,345</u>	<u>67,147.50</u>	

(d) Exceptional Cases

Within the limits of the terms of reference, the existing relationships between various positions within the City of Hamilton could be altered only, in our view, in exceptional circumstances. This should not be construed as meaning that the present relationships are considered correct or incorrect (that was not the task assigned).

Only in three areas have we deviated from the rule established.

1) Co-Ordinator Civic Square

First, the position Co-Ordinator Civic Square is unique, and carries rather extra-ordinary responsibilities.

Therefore, it is in one sense not really related to the normal positions found in the city service.

1890-1891

The first year of the new century was marked by a series of events which were of great importance to the world. The most notable of these was the outbreak of the Boer War in South Africa, which was a result of the long-standing conflict between the British and the Boers. This war was a significant event in the history of the world, and it was one of the first of a series of conflicts which were to be fought between the British and the Boers. The war was a result of the long-standing conflict between the British and the Boers, and it was one of the first of a series of conflicts which were to be fought between the British and the Boers.

The second year of the new century was also marked by a series of events which were of great importance to the world. The most notable of these was the outbreak of the Boer War in South Africa, which was a result of the long-standing conflict between the British and the Boers. This war was a significant event in the history of the world, and it was one of the first of a series of conflicts which were to be fought between the British and the Boers.

1892-1893

The third year of the new century was also marked by a series of events which were of great importance to the world. The most notable of these was the outbreak of the Boer War in South Africa, which was a result of the long-standing conflict between the British and the Boers. This war was a significant event in the history of the world, and it was one of the first of a series of conflicts which were to be fought between the British and the Boers.

Indeed in Ontario

terms, possibly the only comparable position is that of the Co-Ordinator of the zoo now under construction in Metropolitan Toronto. The incumbent is reimbursed by a monthly retainer plus a per diem fee. The salary grade set for this unique position in Hamilton more realistically reflects the responsibilities of the office and provides a range to correspond to the existing salary plan in the City.

2) Director of Planning

Over the past five years there has been an alteration in most Canadian cities and especially in Ontario in the nature of this position. More and more it is the Director of Planning, due to the nature of his responsibilities which affect in the long run the face and fabric of the City, who bears the brunt of citizen activists through public meetings attendant on the publication of plans. This general recognition, plus a revitalization in this area in the City of Hamilton (e. g. the budget allocations for the Planning Department have increased some \$181,515 or 116% in the period 1967-1970) creates an exceptional circumstance. Therefore, we recommend

that the traditional relationship in Hamilton terms be upset. This position has been allocated therefore, to a special Salary Grade, still substantially below that of the top traditional triumvirate (City Engineer, City Solicitor and Commissioner of Finance) but at a grade above that of the positions with which it was normally related i. e. , Deputy City Engineer, Deputy City Solicitor, Deputy Commissioner of Finance and Traffic Commissioner.

3) Property Department

The present position of Property Superintendent is considered vacant pending the imminent retirement of the current incumbent and the position will shortly be advertised.

Nevertheless with both the Property Superintendent and the Assistant Property Superintendent, these are two positions most effected by existing union agreements and where certain union positions e. g. , carpenters and plumbers are receiving remuneration equal to or above that received by the senior supervisory positions. Therefore, to create, greater interest in the

assumption of these senior supervisory positions the existing relationships have been altered. It is recommended that the position Property Superintendent be placed in Salary Grade H to be grouped with the Deputy Director, Municipal Laboratories, Deputy Director of Personnel, Director of Recreation, Deputy Director of Street Services, Deputy Director of Welfare Services, Deputy Director of Real Estate and the Deputy Director of Purchasing. At the present, the Property Superintendent is in a grouping with the Superintendent of Cemeteries, Assistant Secretary Board of Control, Administrator, Macassa Lodge, Assistant Director of Parks and Supervisor, City Garage. Similarly the Assistant Property Superintendent's position should be moved from its traditional grouping to a new relationship with the position Assistant Director Recreation new Salary Grade J.

4) Business Administrator, Dundurn Castle & Airport Manager

Although there is no ostensible comparison between these two positions, each represents a possible future

problem situation which should be closely watched.

When the City's activities in the acquisition and opening to the public of more historical buildings comes to fruition the scope of the position Business Administrator, Dundurn Castle may be considerably widened. There is evidence that the tasks associated with this position have been broadened since its creation. Thus, in perhaps eight or nine months the Personnel Department should re-consider this position and see if the responsibilities have altered and possibly recommend to Board of Control that the position be considered in a higher salary range.

Similarly if the activities at the airport increase, the same consideration should apply to the Airport Manager. As traffic at the airport increases so too will the responsibilities and complexities of this position.

5) Fire Department

Originally the positions Fire Chief and Deputy Fire Chief were included in the survey. In fact, both completed the questionnaire, but, only the Deputy Fire Chief was interviewed. Subsequently it was decided that these two positions should not be considered along

with the others, but should be dealt with separately.

As a general rule, the idea of rigidly fixing the salaries of the senior managerial positions to increases obtained by the unionized employees is not considered a sound practice. There are, however, reasons for an exception to be made in dealing with the "uniformed services" (i.e., police and fire). Suffice it to say, that in consideration of the practice adopted by the City of Hamilton in adjusting the remuneration of the Fire Chief and Deputy Fire Chief after and on the basis of the contract agreed upon with the fire fighters, we have no comments to offer. Both positions at the present time, seem to be at a range that is equitable in terms of the salaries paid these positions in other jurisdictions. The City must ensure, however, that it is prompt in considering the salaries for the positions upon completion of negotiations with the fire fighters to ensure that a possible imbalance does not occur.

6) Vacation

The practice in the City is to relate length of vacation for Department Heads, Deputies and senior supervisory positions directly to the provisions of union agreements.

Although this is a far from equitable arrangement, still when the incumbents of senior positions in the City were more stable, from the standpoint of these people being in the employ of the City for many years, this policy did not create undue hardship. The City of Hamilton's senior management in common with most other Canadian cities has become far more mobile. For example, the fact that seven of these positions are now vacant, and with competition in process for some, emphasizes this fact. It is not unreasonable to suspect that people will be selected for positions in the future who do not have the seniority within the City (seven years) to be eligible for three weeks annual vacation. Other sections of the public sector, in many cases after one years' employment at middle and senior management positions, offer three weeks annual vacation.

It is therefore recommended that the vacation arrangements for employees not covered by union agreement be examined with a view to establishing a policy that is not related to existing negotiated benefits, but operates on a more liberal basis.

III COST OF IMPLEMENTATION

Table IV, pages thirteen to sixteen, indicates the extent of the increase recommended for each position as a result of their allocation to the new plan effective, retroactively to January 1, 1971. The total cost of the current salaries (excluding Fire Department) for the thirty-seven positions now filled at January 1, 1971 was \$582,197.50. The total cost of the salaries recommended as allocated under the new plan to be effective retroactively to January 1, 1971 would be \$610,885.00. This would represent a total increase of \$28,687.50 or 4.9 percent.

Table V, pages seventeen to twenty, indicates the extent of the increase recommended for each position as a result of their allocation in the new plan effective September 1, 1971. The total cost of the salaries for the increase recommended effective September 1, 1971 would be \$649,345.00. This would represent an increase of \$67,147.50 or 11.5 percent over the present salaries at January 1, 1971. Or, expressed another way the increase would be \$38,460 over the recommended salary allocation adopted effective January 1, 1971 or 6.6 percent.

P. S. ROSS & PARTNERS

MANAGEMENT CONSULTANTS 200 UNIVERSITY AVENUE/TORONTO 110/CANADA/363-8281

December 28, 1970

TO: All Department Heads, Deputy Department Heads and
Senior Supervisory Staff

P. S. Ross & Partners, Management Consultants, have been retained by the Board of Control of the Corporation of the City of Hamilton to review the salaries of senior administrative personnel including Department Heads, Deputy Department Heads and Senior Supervisory personnel.

The salary of your position is among those being studied. Although detailed job evaluation is not being conducted, the review will include the incumbent of each position completing a short questionnaire about his job and then being interviewed by a representative of P. S. Ross & Partners.

We both will require and appreciate your full co-operation in this matter. The questionnaire is attached and would you please return it to the office of the Secretary of the Board of Control by Thursday, December 31, 1970 in the attached sealed envelope. The contents of the questionnaire will be treated by us in strict confidence.



Lionel D. Feldman,
P. S. ROSS & PARTNERS.

LDF*der
Encl.

CONFIDENTIAL

CITY OF HAMILTON

1. NAME _____
Surname First
2. POSITION TITLE _____
3. DEPARTMENT _____
4. DIVISION (if applicable) _____
5. SECTION OR UNIT OF DIVISION _____
- 6.(a) TOTAL REGULAR HOURS PER WEEK _____
- (b) If certain hours of availability for duty, outside of regular working hours are required, indicate the extent of the additional time and type of duty involved.

- (c) Are there any special allowances or overtime rates provided for extra duty?

- (d) If answer to (c) above is "yes" indicate the allowance or overtime rate and the approximate amount paid during the last 12 months.

7. (a) Present gross rate of remuneration.

(b) Date of last adjustment.

8. Describe below in some detail the work you do. Use your own words and indicate the variances from the job description on file, if any, either by fractions or percentages show how your working time is utilized.

9. (a) Who, if anyone, do you report to in the department?

(b) What range of instructions do you receive regarding your work?

(c) What kind of decisions, if any, are you allowed to make yourself?

10. What are the responsibilities of your immediate superior with respect to your work and how does he check or review it?

11. Describe the contacts you have with departments other than your own, with outside organizations, and the general public.

12. What kind of communication skills do you find essential in carrying out the duties involved in your position?

- (a) Normal ability to read and write?
 - (b) Skill in writing letters involving complex matters?
 - (c) Ability to write technical reports?
 - (d) Skill in public speaking?
-

13. Does your position require skill in the use of typing or shorthand or the operation of equipment or machinery? (If applicable, indicate the extent.)

14. Work Experience

(a) Length of time in service of municipality

(b) Length of time in present position

(c) Other positions held in municipal service

(d) Other positions held in private industry or government service (list only those you consider most important)

15. Education (number of years in school)

(a) Elementary

(b) High School

(c) College or University

(d) Degrees or certificates
obtained

(e) Special courses or other
training

16. Based on your own knowledge of the position indicate the qualifications you think should be required in filling any future vacancy in this position. Keep the position itself in mind rather than your own qualifications.

- (a) Education (general) _____

- (b) Education (special, professional or technical) _____

- (c) Experience (length in years and kind) _____

- (d) Licenses (certificates or professional registration) _____

- (e) Special knowledge, skills or abilities _____

- (f) Other requirements _____

I certify that the answers provided in this questionnaire are my own and to the best of my knowledge are accurate and complete.

Date _____

Employee's Signature

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